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# Management as a Liberal Art (Colorado Springs, CO)

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## Management as a Liberal Art

# Management as a Liberal Art

ServiceMaster

## Management as a Liberal Art

Applying the  
knowledge of  
human nature  
and values to  
achieving the  
mission of the  
firm

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## The Theory of the Firm

- What is it?
- Why does it exist?
- Who makes it work?
- What makes it work?

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What is it?

A group of people  
organized to  
produce planned  
results

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- The theme of your conference is Managing by the Book.
- As Christians we are sometimes called People of the Book
- The Bible is our standard for faith and practice.
- Now management is a subject of discipline – a body of knowledge that consists of certain well-defined principles, many of which come from the Bible.
- It is in the classic tradition – **a liberal art** although not identified as such until the late 19<sup>th</sup> & early 20<sup>th</sup> century
- It can be taught & learned like any other subject but it is in the application of the knowledge of management or the art of management that it is really understood.

Management deals with people – their ideas, their growth and development – the source of their humanity

It is deeply involved in moral concerns – the nature of man – good and evil

We start with the firm – the organizations we lead

To understand the theory of the firm, we must answer these questions.

Every organization has a beginning – and it was formed to fulfill a mission, whether or not it was or is clearly stated.


It requires people & organizations to produce and plan for direction.

Without results, it will not survive.



Do you agree?






**For the business firm - profit is a measure of effectiveness.**




**For the charity or religious firm, the changed lives of people touched or served is the measure of effectiveness.**

**Results are essential - a universal requirement for survival.**







**Why does it exist?**





**For the business firm, it is to create and keep customers.**

**For the charity or religious firm, it is to fulfill the mission by benefiting and caring for the people served.**


**Who are they?  
What are their needs?  
How do you reach them?**

How are you measuring the results of your organization today?

If you were to issue a report on the results of the first 8 months of this year – how would you measure the effectiveness of your organization?

Has there been improvement?

Do you generate capital out of current resources?

Don't take on a mission that has no reasonable possibility to be achieved.

"To provide a parent and home for every adoptable child in the world."

You are in the business of fulfilling your mission, not satisfying the needs of the world. The measurement of success is external.

Identify your customer.

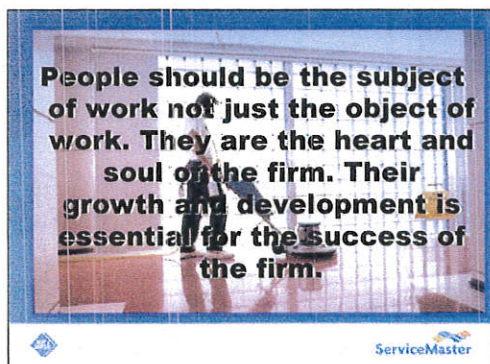
Who are: school, parent, student, teacher

Understand their needs (what do they see as value?).

Develop the channels to reach them, e.g., missions – the Church – the school – the workplace



Focus on the people within your organization.



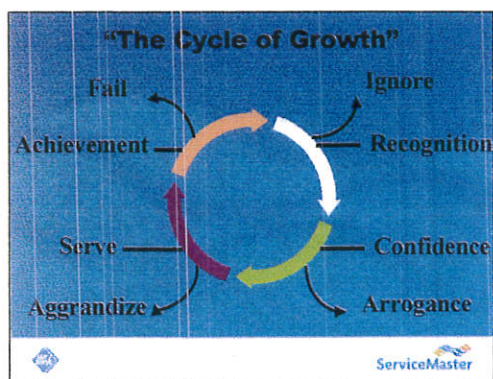
Who are they?

Why do they work?

How are they growing & developing – are they an expense or a resource?

Are you investing in your people – in their training – their motivation?

Olga story.





People work for a cause not just a living. We are prisoners of our hope. It is our hope that sustains us and it is our vision for what could be that inspires us and those we lead.



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**Purpose and Vision** are organizing principles of the firm.

- The **purpose** defines the intended result.
- The **purpose** provides a meaningful reason for the result.
- The **vision** tangibilizes the result by providing a measurable goal.



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**What makes it work?**

**Management makes it work.**

Management that organizes, motivates and leads the collective efforts of others to achieve intended results.



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**Management gets the right things done through others.**



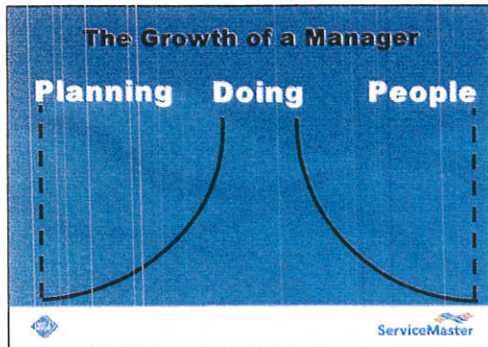
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Don't take purpose for granted because you are a Christian organization.

How are you organizing work?

How are you defining the job?

Where did the idea of job come from? (Taylor Assembly Line)



**Management is the science of producing results from what we know and the art of growing and developing people in the process.**

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**Management involves:**

- The planning and organization of work
- The purpose and meaning of work
- The measurement and results of work

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**Effective management requires leadership that:**

- Defines the mission
- Lives the purpose
- Promotes the vision
- Accepts the responsibility
- Earns the trust
- Has the heart of a servant

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**Good Intentions  
are no substitute  
for organization  
and leadership,  
for accountability,  
performance and  
results.**



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## **Management as a Liberal Art**



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